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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Economic Research Area

DATE: 7 May 1958

FROM : Chief, Materials Division, ORR

SUBJECT: Suggestions for Enhancing the Meaning of the Career Service

1. Membership in the Career Service apparently does not mean very much to most D/M personnel. The lack of meaning is due principally to the sparsity of tangible benefits to members and to the present standards for qualification for membership.

2. The following are typical examples of tangible benefits which might be provided:

A. Priority eligibility for external or special training courses, for overseas posts, for foreign travel, for transfers to job vacancies, and for particularly desirable TDY and assignments of various kinds.

B. Increased compensation, such as an in-grade step increase upon acceptance for membership.

C. Specified improvement in job security.

D. Extra retirement benefits.

3. Qualifications for membership in the Career Service should be at a higher level than at present. The present standard, of three years tenure with an acceptable performance record, makes membership virtually automatic. Higher standards of training and performance, and perhaps a longer probationary period, would tend to increase the significance of membership and to reduce the number of employees eligible. There should also be continuous performance standards for members, which, if not met, would permit downgrading to lower categories or selection out. Higher standards, once established, could be put into effect gradually without danger of disrupting the system or violating the principle of a democratic Career Service.

4. Standards for membership should be universal to the greatest possible degree. It would be harmful to the Career Service to have less discriminating standards in one office as compared to another office, particularly in the DD/I area.

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